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Record

OCA 86-3080  
11 September 1986

## MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting [redacted]  
[redacted] NE Division

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1. [redacted] until recently the PEMS officer in NE Division, discussed personnel recruiting in the Directorate of Operations with SSCI personnel review team members Merrill Kelly and Larry Kettlewell. [redacted] from the Office of Personnel and the undersigned were present also.

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2. Merrill Kelly opened the discussion by asking if [redacted] was aware of any studies done on the aquisition of personnel for the DO. [redacted] replied that while the Directorate had used a number of approaches to recruiting, he was not aware of a single report that brought all of the together. He noted that the approach to recruiting problems was most often solved in informal action oriented sessions which did not result in formal reporting.

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3. To continue what was a free ranging discussion, [redacted] said that the DO was taking steps to insure that highly qualified case officers were selected to serve as instructors in DO courses. The idea was inspired by the [redacted] "investment" tours in which every officer is expected to serve in an assignment that is an investment in the future of the organization. He also mentioned that DO annuitants have been effective as recruiters because they know the kind of people the Directorate needs.

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4. The discussion turned to what the ideal case officer should look like today. [redacted] explained that today our recruits have some different traits than in the past, but they still have the same motivation for our work. He said that one of our challenges is to stay ahead of the competition for our CTs. In some cases we are bringing graduates with Bachelors degrees on board and giving them extensive interim training for a year before they enter the CT program.

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5. Kelly asked if the new recruits were willing to take the risks involved [redacted] replied that they are but we need to find ways to adequately compensate them for these kinds of assignments. He noted that there is an increase in the number of couples who both work for the Agency or who both have active careers and that is a consideration in assignments and other personnel actions.

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6. [redacted] mentioned the needs and benefits of language and area knowledge. He said that we can train people in the language and that there is continuing debate over the specialist vs generalist issue. In response to a final question he said that the biggest problems were recruiting, expediting the application process and providing the compensations and incentives that will keep the best people on the job.

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[redacted]  
Office of Congressional Affairs

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